Statement of Objectives (SOO) Workshop

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For CSRS, ODSI, & RAIDRS Acquisition IPT Use

Center for Systems Acquisition Development

Outline

- **What is a SOO?**
- **SOO Characteristics**
- **Process**
- **Summary**
- **Brainstorming Session**

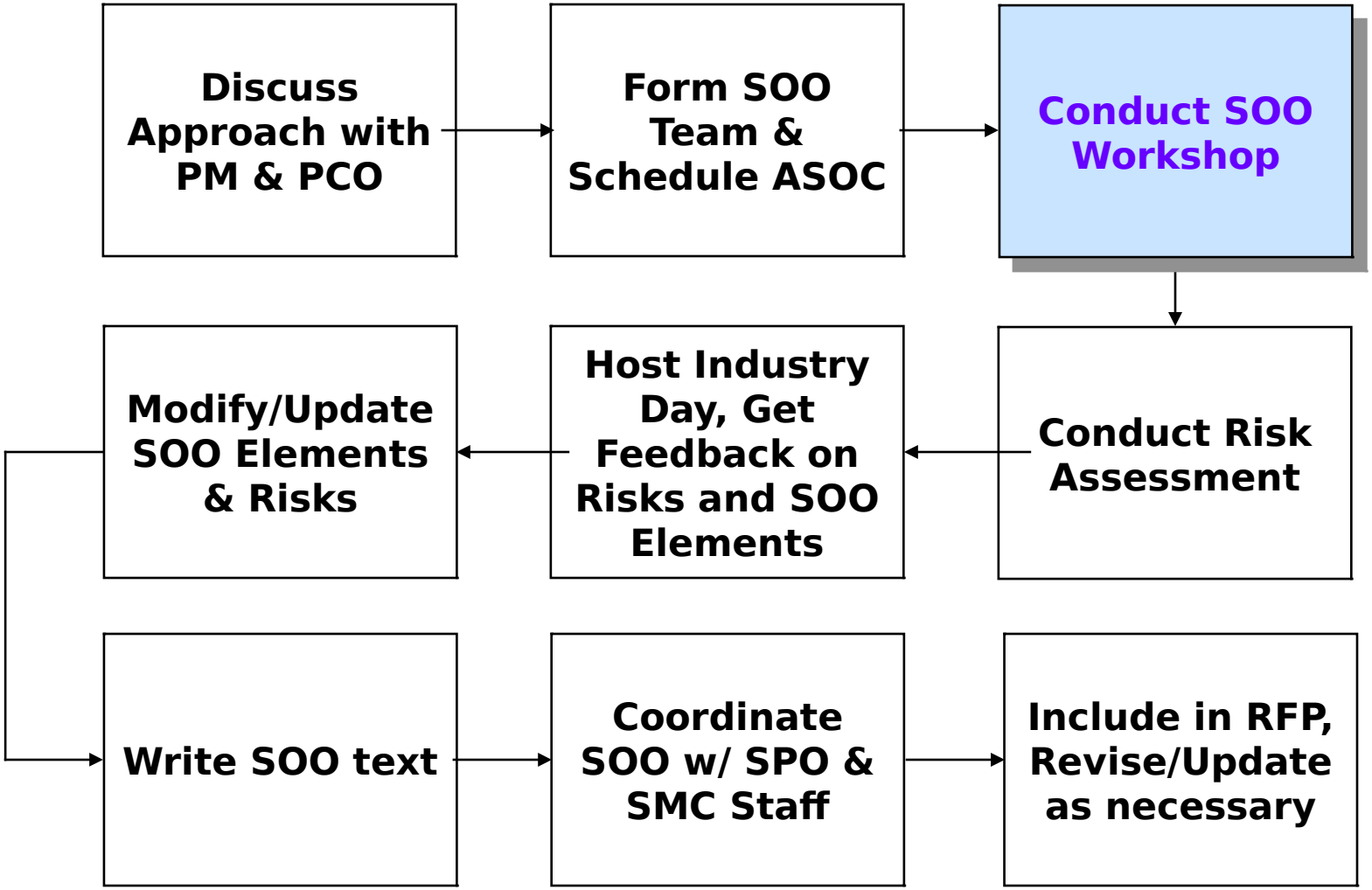
Statement Of Objectives (SOO) Purpose

- **Identifies top-level program and contract objectives**
- **Defines the big picture, allows a wide trade space**
- **SOO is foundation for all pre-award acquisition documents, ex: ASP, SSAS, Sections L, M, IMP, etc.**
- **SOO is the framework for the Offeror to develop his proposal, to include the contract IMP and CSOW**
- **With the Government's Executive Summary, gives the offeror a good understanding of what the Government wants and what is important**

SOO Characteristics

- **Addresses top-level program objectives**
  - **Does not define details or describe “how to”**
- **Evolves from high-value technical and programmatic requirements, business strategy, and risk assessment**
- **Emphasizes the most important ICD/CDD requirements/issues**
- **Emphasizes High value mission, technical, and acquisition key requirements**
- **Highest risks are specifically addressed as objectives**
  - **Risks must be mitigated or strictly controlled**
- **Purposely broad to allow for flexible response and innovation**
- **Rule of thumb: suggest limiting to 2 or 3 pages**

SOO Development Process


Discuss Approach with PM & PCO
Form SOO Team & Schedule ASOC
Conduct SOO Workshop
Conduct Risk Assessment
Host Industry Day, Get Feedback on Risks and SOO Elements
Modify/Update SOO Elements & Risks
Write SOO text
Coordinate SOO w/ SPO & SMC Staff
Include in RFP, Revise/Update as necessary

Ideal Requisite Information

- **Program direction (e.g., APB, ADM)**
- **User(s) operational requirements (e.g., CONOPS, CDD)**
- **Initial Capabilities Document (ICD)**
- **User need dates and schedule constraints**
- **Draft system performance requirements (TRD or system spec, interface control documents)**
- **Draft “Govt WBS”**
- **Draft funding profile**
- **Notion of the SPO post award management strategy**

Example of SOO Language

The SWS program focus is on affordable tactical strike weapon systems for the USN, USAF, USMC and RAF. The principal objectives for the SWS Concept Demonstration Phase leading to DoD Milestone II review are:

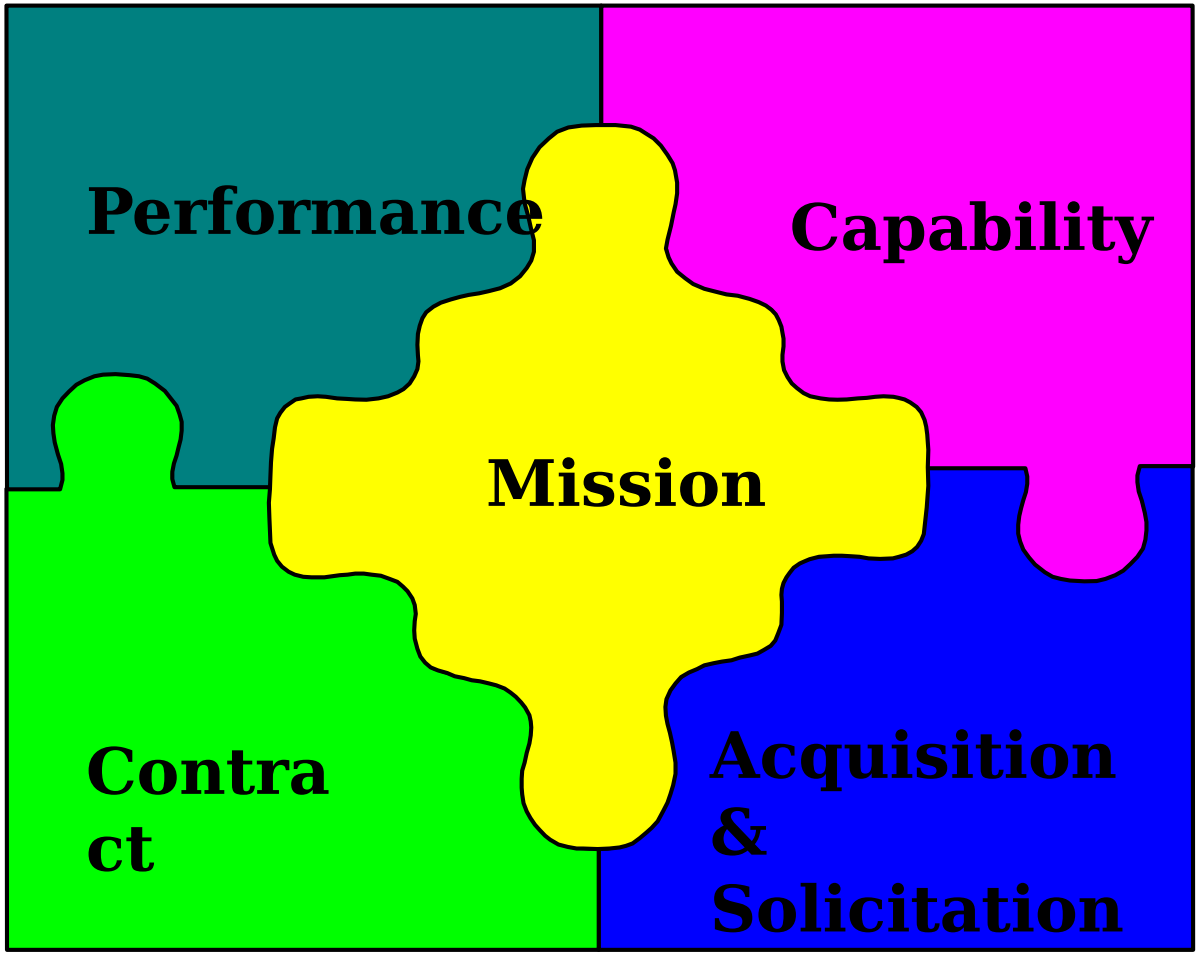
- (1) Demonstrate those critical technologies, processes, and system characteristics that are necessary to enter EMD with acceptable risk
- (2) Define a Tri-Service Preferred Weapon Concept (PWSC) using performance based acquisition tenets
- (3) Develop and implement streamlined internal management and control processes that contribute to lower cost.

This is not a complete SOO, only an example of the language

References

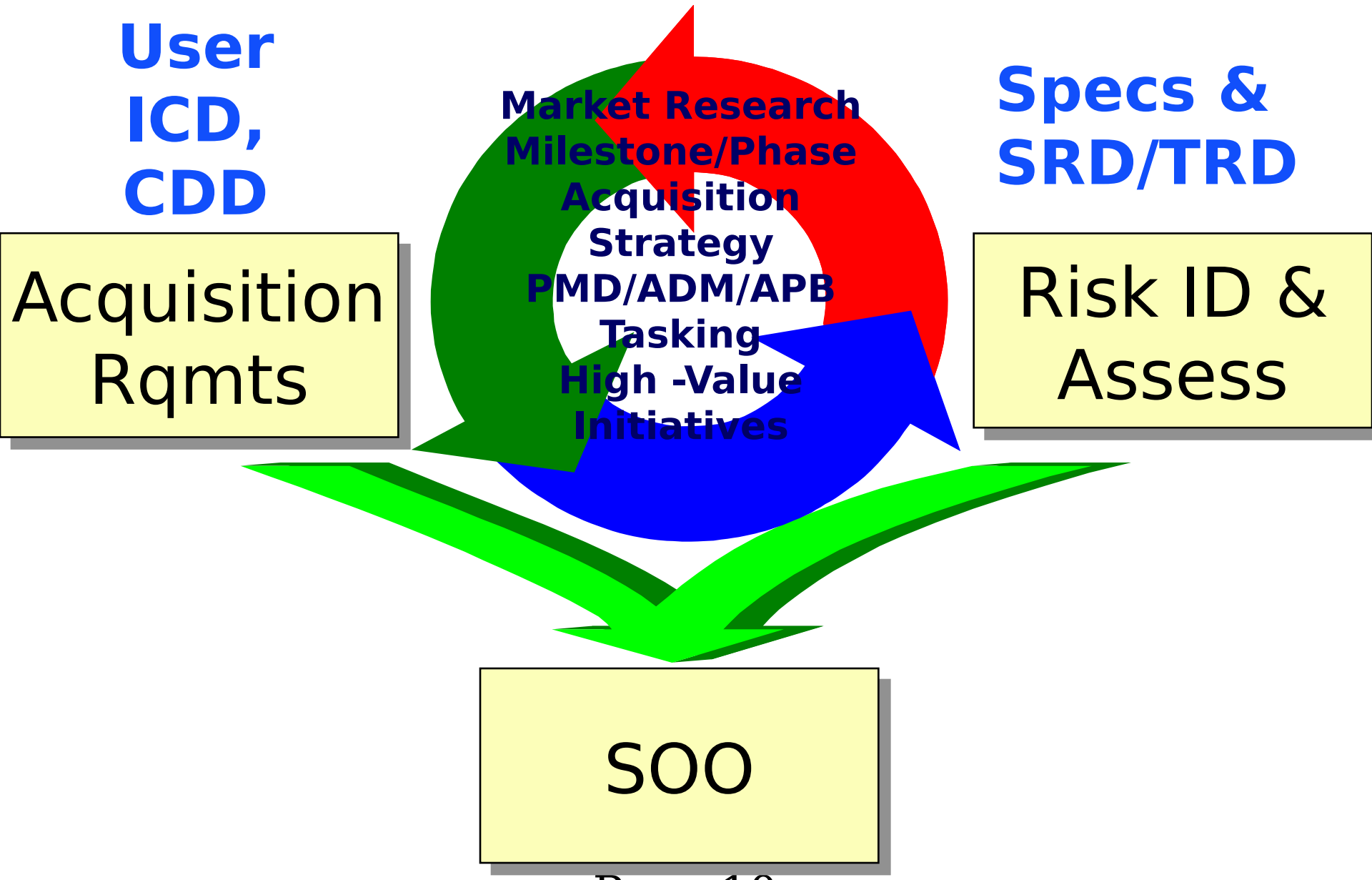
- **SMC/AXD SOO Guide, dtd 3 Mar 98.**
  - **See: ax.losangeles.af.mil/axd/roadmap/toolkit.htm**
- **AFMC/AQ SOO Guide, dtd 22 Feb 00**
  - **See: www.afmc-mil.wpafb.af.mil/HQ-AFMC/DR/cast/guides.htm**

The Key Requirements Set

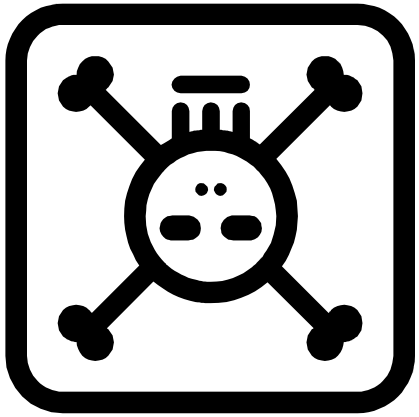


A. What are the Key Requirements?

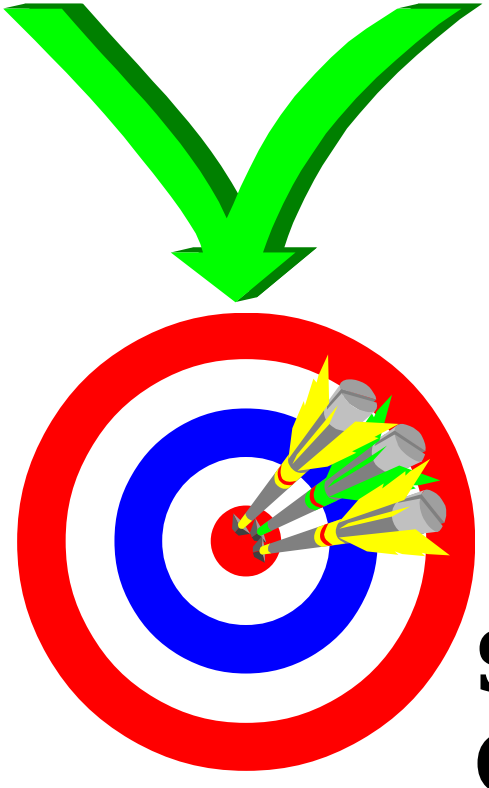
Documents Flow to SOO



SOO Input



High-Medium Probability
High-Medium Impact
RISKS



High Value Requirements & KPPs

SOO

Conveying Requirements to the Offerors

Requirements → ***RFP***

ICD/CONOPS

CDD/CPD

ADM

APB/PMD

Acq Plan or SSAS

Statement of Obj

Performance SOW

Systems /Technical Reqmts Doc

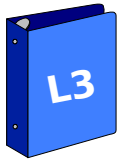
Inst to Offerors, Sec L

Eval Criteria, Sec M

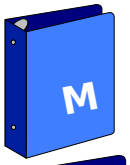
IMP is Key to RFP Approach

Statement of Objectives

SRD/TRD & Work Breakdown Structure



Instructions



Selection Criteria

Model Contract

Contract Work Breakdown Structure

Integrated Master Plan (IMP)

CSOW

IMS

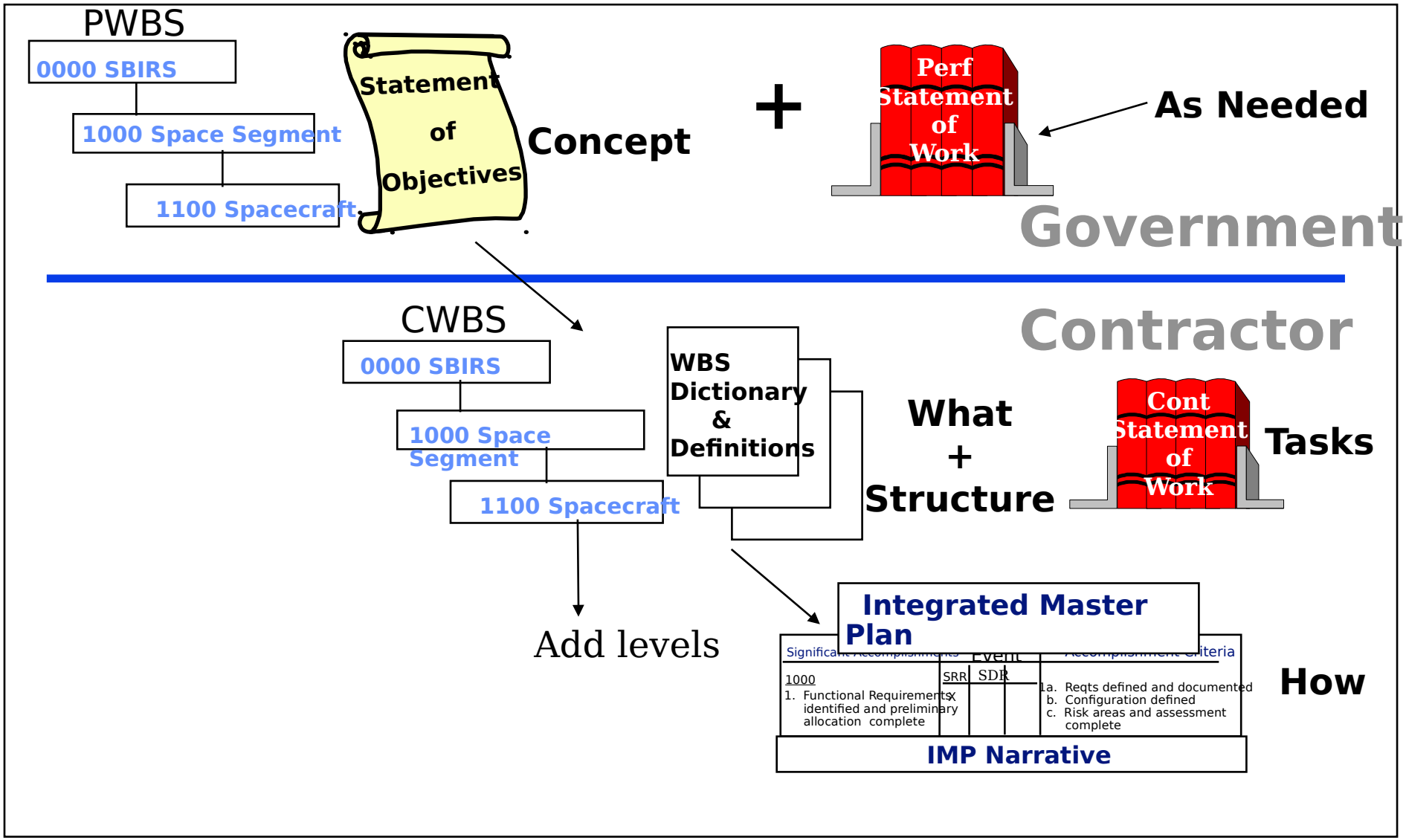
Integrated Mgmt and Tech Proposal

System Specification

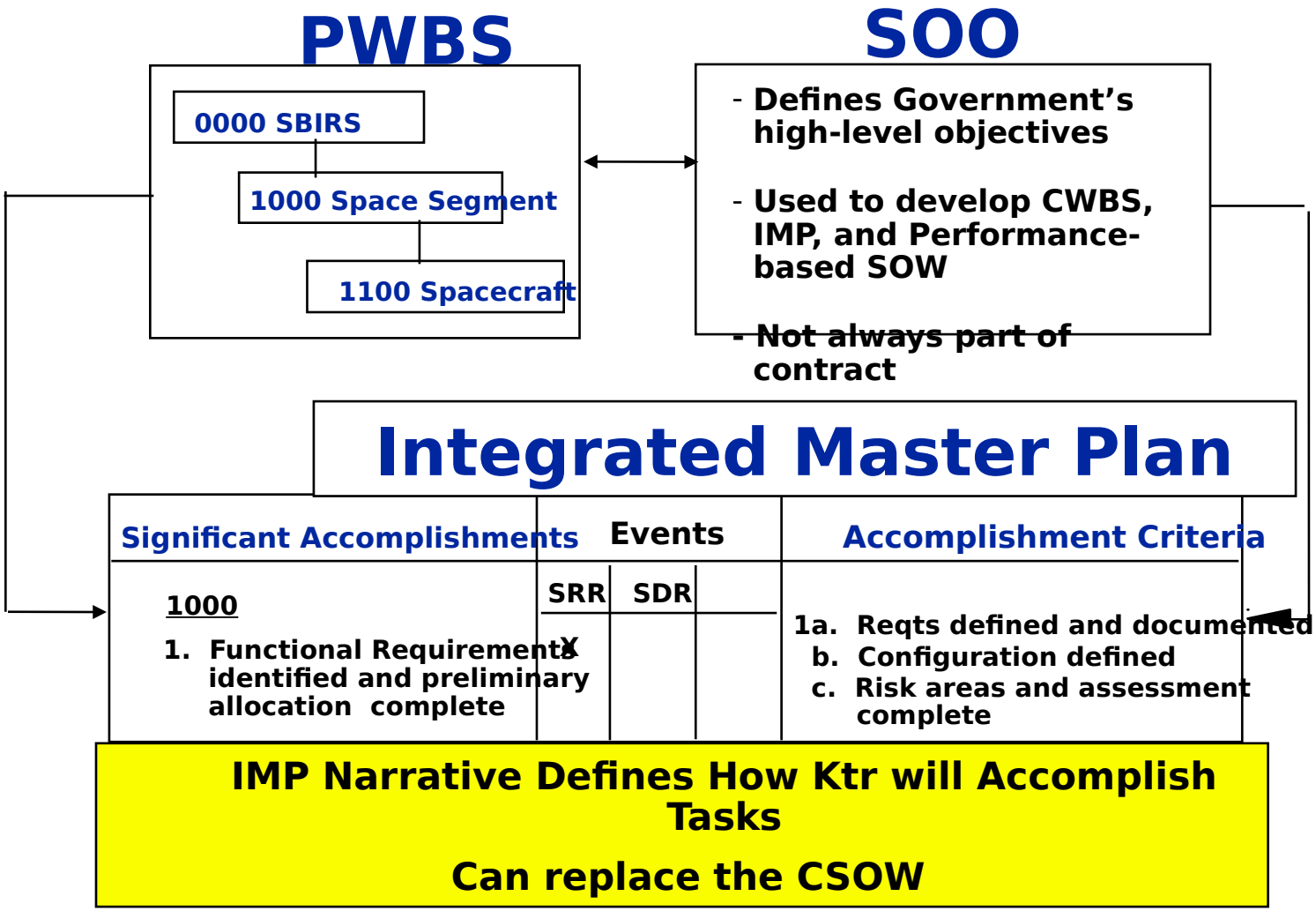
Contract

Contractor Integrated Master Plan is Fundamental to Program Execution

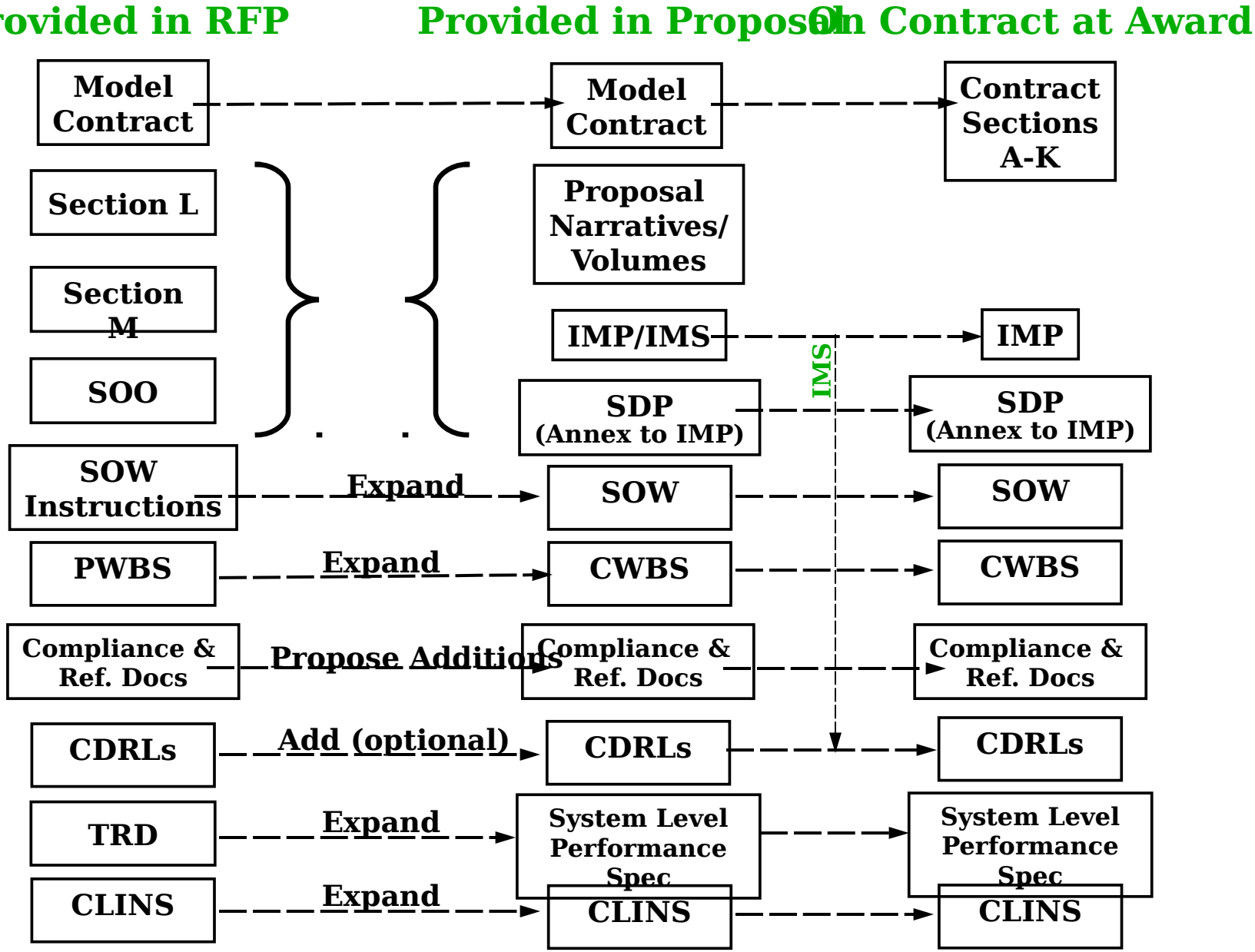
Contract Work Breakdown Structure (CWBS)



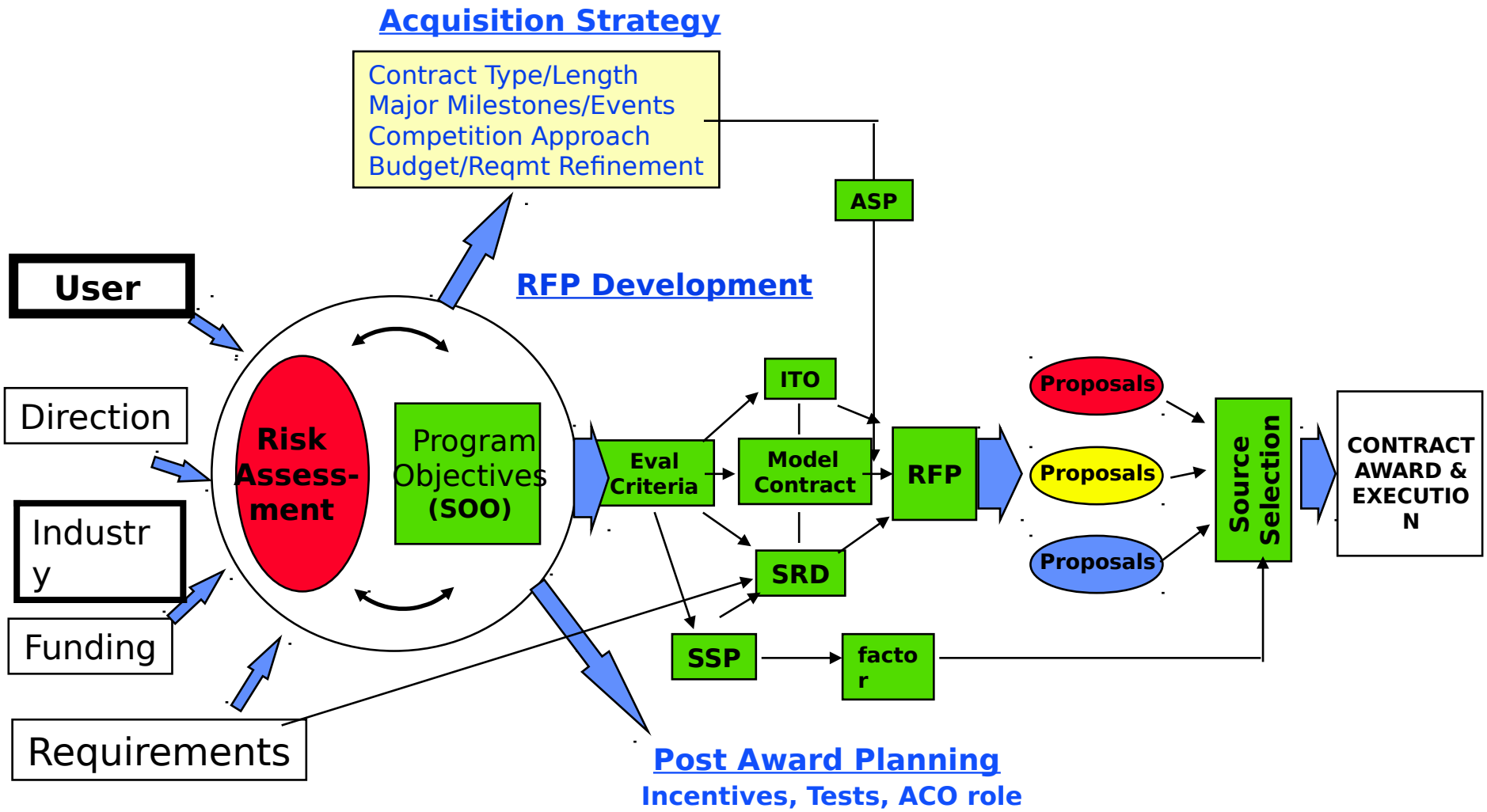
Statement of Objectives/ Integrated Master Plan



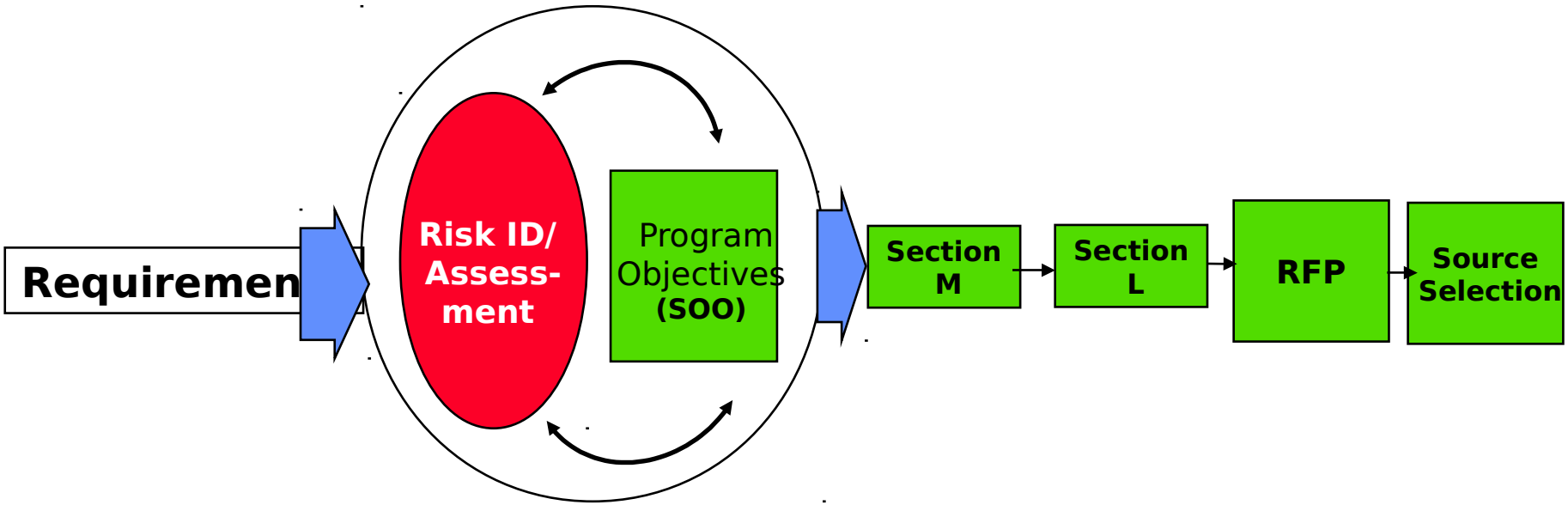
Document Linkage



RFP/Source Selection Process Model



RFP to Source Selection Process Model Focus



What is Risk?

- **RISK IS THE *PROBABILITY* OF AN UNWANTED EVENT OCCURRING IN COMBINATION WITH THE SIGNIFICANCE OF THE *CONSEQUENCE* OF THAT OCCURRENCE**

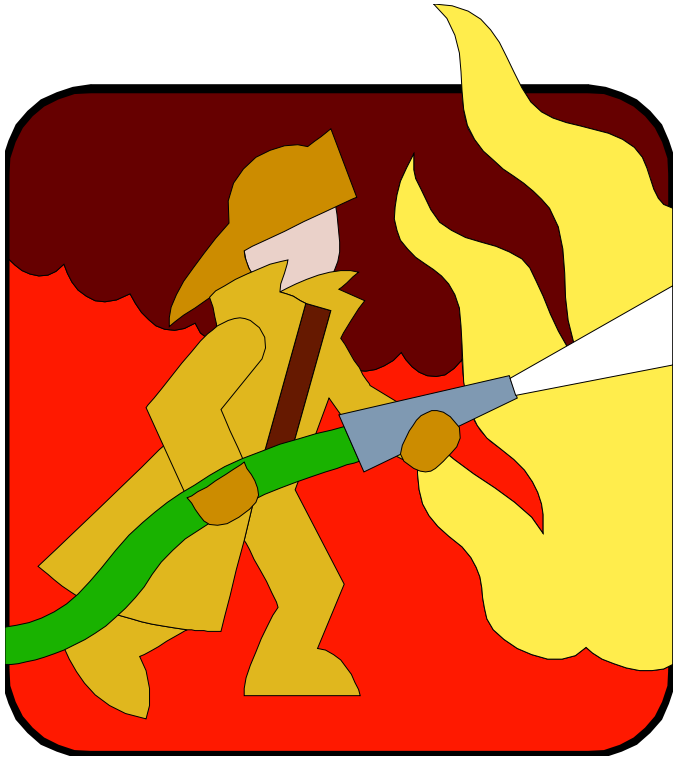
- **Why Manage Risk?**

  - ***IT'S NOT JUST PRUDENT…IT'S REQUIRED FOR ALL ACAT PROGRAMS! (DoDD 5000.1***

B. What are the high or critical risks?

Managing Risk

- **Given An Unwanted Occurrence, How Do We Deal With It?**
  - **Avoid**
  - **Control**
  - **Assume**
  - **Transfer**
  - **Use Knowledge & Research**

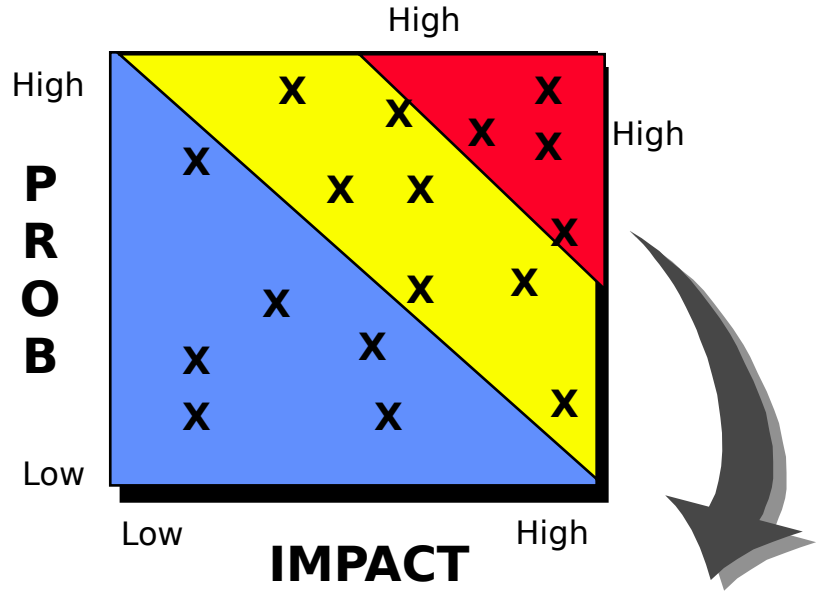


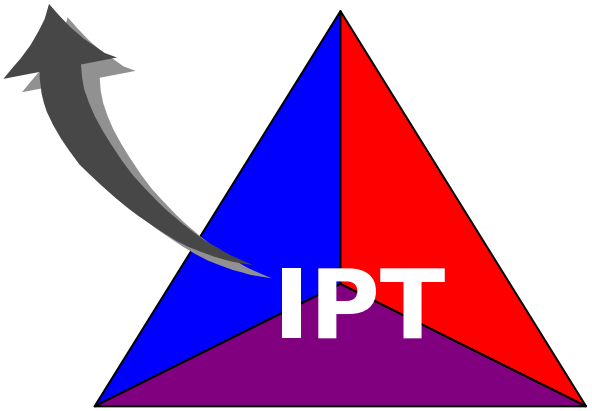
Risk Management
Acquisition Strategy Focus

RQMT	RISK	IMPACT	PROB	RATING
Technical Risks				

Programmatic Risks				

Business Risks				





Acquisition Strategy (Documented in SSAS)

- **RFP Content (SOO) and/or Perf. SOW**
- **Evaluation Criteria (Section M)**
- **Proposal Preparation (Section L)**

Workshop Agenda

- **Ventana introduction**

A. What are the key requirements?
B. What are the high or critical risks?
C. What are we buying?
D. What are the key objectives of this acquisition?
E. What management initiatives will we use during execution that can be stated as objectives?

- **Summary and Closure**
- ***-- Potential Topics for Follow-On Sessions --***
- **When will we get Industry feedback on these topics?**
- **What is our test philosophy?**

Processing the “Objectives”

- Stay focused on source selection discriminators and keep the fodder out
- Use “Top down “ approach to filter fodder
- Get buy in from IPT (and then Industry) using slides, before writing any RFP text
- Use slides to keep IPT focused (refer back to slides during reviews of drafts)
- Don’t let IPT go off and write until the time is right

Workshop Examples

C. What are we buying?

- **What tangible products do we expect to get from this contract? Hardware, software, paper ….**
- **What information do we need to receive during this contract?**

D. What are the key objectives of this acquisition?

- **What are the two or three most important outcomes of this phase?**
- **What outcomes are important for the phase after this one?**

E. What management initiatives will we use during execution that can stated as objectives?

- **Are we going to do something better, faster or cheaper?**
- **How are we going to manage this effort? Joint IPTs, in-plant SPO, intranet data exchange, etc.?**

Alternatives for Getting Industry Feedback

- **Host a Ventana session with Industry reps in ASOC and get their feedback on these results**
- **Brief industry and ask for their written comments**
- **Brief industry in group session and get feedback in one-on-one sessions**
- **Put the results of this session on the web and ask for written comments *(but, … short bullets may not communicate well)***